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Director
Intelligence Community Staff
Washington, D.C. 20505

DCI/ICS 85-3587
30 April 1985

The Honorable Joseph P. Addabbo, Chairman
Subcommittee on Defense
Committee on Appropriations
U.S. House of Representatives
Washington, D. C. 20515

Dear Mr. Chairman:

Because of the extreme importance which I place on the requested 26 additional positions for the Intelligence Community Staff in FY 1986, I am responding separately to your Subcommittee's Question for the Record regarding these positions. Management of the Intelligence Community is one of the most difficult jobs in the Federal Government, and, given historical trends that are going to be with us for the foreseeable future, it is a job upon which our nation's welfare will be heavily dependent. The Intelligence Community Staff is, by and large, an organizational instrument which was created, and is evolving, to assist and support the Director of Central Intelligence in his role as manager of the Intelligence Community.

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We have been most gratified by the seriousness with which your Subcommittee and its staff are approaching the very difficult resource decisions which must be made in a time of great pressure on the US budget that unfortunately coincides with foreign challenges which are not only undiminished, but in many respects growing rapidly. Foreign affairs have acutely affected our nation many times in the past. What is different today is their pervasive impact, day in and day out, on so many aspects of our well-being: the awesome military buildup by the Soviet Union proceeds unabated; the trend toward an interlocked global economy is well advanced and inexorable in its course; new causes such as Islamic Fundamentalism are changing allegiances and stirring radically different aspirations; international trade in narcotics is big business and growing to epidemic proportions; terrorism has become the chosen instrument, not only of radical groups, but also of some nations; the international financial system has

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narrowly averted a major disaster and will probably be in perilous shape off and on in the future; several nations are about to undergo the turbulence associated with the succession process for leaders who have become almost fixtures because of their long incumbencies. There is no blinking the problems which we face. []

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A strong part of the American tradition and character is optimism in the face of daunting challenges. We in the Intelligence Community are optimistic that we can and will rise to those just listed, as well as to others that we will face in the future but can perceive less well or not at all at the moment. To do so, we know that we cannot stand still, but, rather, must find new and better ways to get the most from the resources that will be allocated to us. We must evolve in our ability to work effectively as a true community of shared purpose, dedicated to making the whole greater than the sum of the individual parts.

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Although it constitutes a miniscule fraction of the requested appropriations for the NFIP, the augmentation of the Intelligence Community Staff is disproportionately important because it is needed to ensure that the other resources in the NFIP are used to best advantage. []

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In viewing the gross size of the ICS, one should bear in mind that it is the administrative home for several intracommunity bodies which predate its creation and whose utility has clearly withstood the test of time. Two of these, the COMIREX and the SIGINT Committee, play a clearly indispensable role in helping us design and get our money's worth from our most expensive and heavily used collection systems. For example, [] new positions requested in the FY 1986 budget are for essential additions to the COMIREX and the SIGINT Committee, and are needed to take full advantage of new capabilities being brought on line [] and to respond to Congressional direction []

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These positions were among those denied by the Congress in FY 1985 in an economy move that is causing serious impacts that are in no way offset by the insignificant savings which were achieved. Consequently, in FY 1986 we are once again seeking relief that we believe to be absolutely critical. The requirements for these and the other new positions being sought are explained in some detail below. We believe that the case is most compelling and your favorable consideration of the full request is urgently sought. []

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There are no textbook answers to creating a cooperative and synergistic environment among organizations whose independent identities and pride-of-belonging within each respective workforce are also important elements of superior performance. The Intelligence Community Staff is in some sense an ongoing experiment in how this might be achieved, one that appears to be bearing more and more fruit. One feature of this experiment is the manning plan under which approximately one half of the staff's full-time professional positions are filled on a rotational basis by persons drawn from the member

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organizations of the Intelligence Community. Additionally, many of the specific issues and problems assigned to the ICS by Mr. Casey and Mr. McMahon are addressed by short-lived ad hoc working groups, comprising a combination of full-time staffers and part-time ad hoc experts. Beyond the immediate benefits of bringing diverse talents to bear on current problems, these arrangements allow the ICS to function as a valuable training ground for Intelligence Community careerists who, after serving on the ICS temporarily, take back to their parent agencies and departments an appreciation of the responsibilities and capabilities of the Community as a whole. By rolling up their sleeves and working together, careerists from different agencies have developed mutual trust and respect for one another. Better answers to today's problems have emerged and interpersonal bridges have been built which will support a productively interactive Community tomorrow and beyond. [redacted]

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Our successes notwithstanding, we certainly do not claim to have found all of the requisite answers for better management. We should hope that the Congress could become comfortable with affording the DCI reasonable leeway in adjusting the ICS to be of maximum help in carrying out his responsibilities as overall manager of the Intelligence Community. As utilized by Mr. Casey, the Intelligence Community Staff has been a central instrument in pressing ahead with the creation of a more capable and effective Intelligence Community. In view of the inevitably changing challenges which the nation will have to face in the future, continued strengthening of the Intelligence Community will be critical to our national well-being, if not to our very survival. On the strength of our record and the detailed justifications given below, we believe that the Congress should be able to understand, appreciate, and endorse the critical tasks which this Administration expects the ICS to fulfill in FY 1986. If you uphold our modest budgetary request, I am confident that your trust will be repaid by an Intelligence Community Staff that does all that is expected of it and pays for itself many times over. [redacted]

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Enclosed herewith are explanations of the added responsibilities which the ICS will be carrying out in FY 1986 and which necessitate the additional positions that we have requested. [redacted]

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Sincerely,

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Enclosures

- Tab 1 - COMIREX [redacted]
- Tab 2 - SIGINT Cmte. [redacted]
- Tab 3 - Security Cmte.
- Tab 4 - Information Handling Cmte.
- Tab 5 - Critical Intelligence Problems Cmte.
- Tab 6 - Program & Budget Staff
- Tab 7 - Planning & Policy Staff

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ICS/PBS [redacted] (10 April 85)

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Distribution: (DCI/ICS 85-3587 w/encl [redacted])

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